RESEARCH PROPOSAL

A study of Entrepreneurial attributes and Leadership traits of Social Entrepreneurs in Rajasthan.

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Submitted By:
Mitisha Rathore
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Under the Supervision of:
Prof.(Dr.) Kavaldeep Dixit
Department of Management
IIIM, Jaipur

Department of Commerce & Management

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Topic-

A study of Entrepreneurial attributes and Leadership traits of Social Entrepreneurs in Rajasthan.

Abstract-

Social Entrepreneurship is a new and emerging concept which deals with social welfare and profit earning side by side.

Social Entrepreneurs work for dual purpose, business having profit orientation, in socially beneficial activities. Moreover in developing countries like India, Social Entrepreneurial ventures hold a great importance.

According to the Global Competitiveness Report 2016-17 India stands at 39th position among 138 countries (Schwab, 2016) and as per World Competitiveness Index for 2018, India has been ranked as 58th most competitive economy from the list of 140 countries.

Proportion of early stage entrepreneurs (18-44 age group) is significantly high(Shukla, Tanuku, Bharti, & Dwivedi, 2016).

India is basically a factor driven economy (Kelley, Singer, & Herrington, 2016)

As per the study there are approximately 2 million social entrepreneurial ventures in India, out of which 53% are engaged in skills development activities, 30% in education, 28% in agriculture/fisheries/dairy, 26% in financial services and 26% in energy and clean technology.

Therefore it becomes significant to study the attributes possessed by social entrepreneurs and their leadership traits.). Considering the same, the area for the study is chosen with the deeper understanding with special reference to Rajasthan.

As per Forbes, top five most innovative and impactful Social Enterprises in 2019 are :

- The Movement: Me to We
- The Godfather: Ashoka
- The Financier: Grameen Bank
- The Farmer: Babban Gona
- The Modernizer: Goodwill

Introduction-

Rajasthan is one of the states in India which provides numerous concessions and incentives to promote entrepreneurial ventures. Yet, the rate of progress in the state remained sluggish.

It is important, to identify the reasons as to why social entrepreneurs start new business, their profiles in terms of socio-economic background and the nature of problems they face in starting their businesses. What drives them to start a business that solve social problems and adds in social welfare. The personality traits that they possess which are main motivators to initiate a social enterprise.

As opposed to traditional not-for-profit organizations, which are dependent on charitable donations and government subsidies, social enterprises are increasingly self-sufficient and sustainable (Boschee & McClurg 2003).

Social Entrepreneurship mostly gets influenced by local problems which they have faced or had first-hand experience and moves to solve it out.

Gregory Dees (who is considered as the father of the concept of Social Entrepreneurship), the Social Entrepreneurs act as the change agents in the society by creating and sustaining social values. This can be done by recognizing and relentlessly carrying out new opportunities to serve the society.

Review of Literature

Tripda Rawal(2018) The measures to face challenges of Social Entrepreneurship include, proper training and development institutions, inclusion of social entrepreneurship in course syllabus, creating mass awareness, providing infrastructure, social entrepreneurship development programs (SEDP), funding to social entrepreneurs, awarding govt. projects to social entrepreneurs and awards and public felicitation.

Mair & Marti, (2006) views Social Entrepreneurship as a process involving the innovative use and combination of resources to pursue opportunities to catalyse social change. The rise of Social Entrepreneurship as a practice as well as a theoretical endeavour provides a special opportunity for research.

Alvord et al (2004) studied seven social entrepreneurship ventures across the world and defined Social Entrepreneurship as a process “that creates innovative solutions to immediate social problems and also mobilizes the ideas, capacities, resources, and social arrangements required for long term, sustainable, social transformations”. The authors discovered three forms of innovations, such as capacity building, package distribution, and movement building

for transformation of the beneficiaries' life and the society at large.

Dacin M T et al(2011) Social Entrepreneurship constitutes a field of study that intersects a number of domains including entrepreneurship, innovation, nonprofit management.

Daru, M. U., & Gaur, A. (2013) In the developing world, the Millennium Development Goals (MDG) might provide a valid operationalization of social needs.

Singh, P. (2012) Social and environmental problems of the country are increasing year after year which necessitates the extensive application of multidisciplinary approaches and entrepreneurial energy in the social and environmental sectors.

*Peredo, A. M., & McLean, M. (2006)*Social Entrepreneurship is exercised where some person or persons, aim either exclusively or in some prominent way to create social value of some kind, and pursue that goal through some combination of recognizing and exploiting opportunities to create this value, and employing innovation, tolerating risk and declining to accept limitations in available resources.

*Roberts, D., & Woods, C. (2005)*The social entrepreneurship is not the same thing as charity or benevolence; it is not necessarily even not-for-profit.

Mehta, R., & Jain, J(2017) Social Entrepreneurship has a better impact and is more desirable than Corporate Social Responsibility and highlights the importance of social entrepreneurial ideas for improving the business climate in the country.

Garima(2015) Higher education does play an important role in the creation, transformation and success of social entrepreneurs but it is not the only factor.

Certo, S. T., & Miller, T. (2008) The social entrepreneurs play the role of change agents in the social sector by engaging in a process of continuous innovation, adaptation and learning.

Rahim, H. L., & Mohtar, S. (2015) To understand the possibility to actively pursue Social Entrepreneurship activities while having financial goals as well.

Dehtjare, J., & Riashchenko, V. (2015) The pressing economic situation demands a new way of thinking and developing instruments which will bring both prosperity and social welfare and cohesion.

Gandhi, T., & Raina, R. (2018) The Social entrepreneurs are like the catalysts for society in the same way as entrepreneurs change the face of business. Social entrepreneurship consists of improvising systems, devising new approaches, grasping opportunities others miss and generating solutions to change society for the better.

Motivation/Justification and relevance

The above review of literature points clearly to the fact that Social entrepreneurs are the vehicle for social transformation of the less privileged and poor people of the society.

The contribution of social entrepreneurs to alleviating the social problems of the marginalized sections of the society is an established fact as seen from the review of literature.

- ✓ The entrepreneurial attributes and leadership traits,as part of personality traits, of Social Entrepreneurs have been insufficiently studied.
- ✓ Memorable Social Entrepreneur's Experience literature suggests that the topic is still being insufficiently studied, with few scholarly examinations.
- ✓ Various case studies have been done, however, no failure stories have been covered for the Social Entrepreneurs.
- ✓ The upcoming field of research in Rajasthan is the Social Entrepreneurship, as there is least research conducted in the area.
- ✓ Maximum researches in the area are based on the case studies and least researches have taken place with consideration of Primary sources of data collection.
- ✓ Maximum researches have been concerned with defining Social Entrepreneurship, either simply or in contrast to traditional business or traditional NPOs.

This research study is intended to fill this gap in a humble way.

STATEMENT OF THE RESEARCH PROBLEM

With the study it has been found out that, the study in the area of social entrepreneurship with reference to their attributes and leadership traits is less. Considering the Jaipur, Rajasthan segment, the studies are least and hence this spectrum should be given an importance and the research should be of great use. The research problem may thus be summarized as the:

- What are the qualities and traits of a social entrepreneur?
- Focus remains on the entrepreneurial attributes and leadership traits.
- How attributes of Entrepreneurs differ from Social entrepreneurs.

Objectives

The present research study has the following objectives:

- To study the circumstances and contexts of the emergence of social entrepreneurship Organizations.
- To study the entrepreneurial attributes of the social entrepreneurs.
- To study the peculiar leadership traits of social entrepreneurs.

Hypothesis-

H1- Social Entrepreneur contributes in the social welfare.
H2- Social Entrepreneurs possess attributes similar to basic entrepreneurs.
H3- Social Entrepreneurs possess leadership traits similar to basic entrepreneurs.

Plan for Work and methodology

- The target population for the research will be social enterprises like – Schools, colleges, NGOs, hospitals, etc. operating in Rajasthan.
- Data will be collected from primary sources including interview, direct observation and discussions.
- Respondents will be people somehow associated with social enterprises.
- The projected sample size was 254 (As per Morgan's Formula).
- A structured questionnaire will be used to obtain primary data from the target population.
- Includes both qualitative and quantitative data.
- The survey will be mainly conducted by visiting social enterprises.
- For the data analytical process, Statistical Package for Social Scientists (SPSS) software will be used.
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Facilities available at the place of work

The research will be undertaken by visiting any social enterprise including schools, colleges, NGOs, hospitals, etc. through interviews, observation, and discussions and through questionnaires.

Limitation & Alternative Plan of the study

No research is free of its shortcoming or limitation. Considering the same, the research may face the issue of ethical considerations, time (consuming more time can surpass the time limit available for this study) and shortage of monetary resources.

Ethical consideration- Study might require the letter informing people associated with NGOs about the need of the survey been asked to filled and convincing them for the privacy & confidentiality of the same.

Sample Size -Another problem that could be faced is regarding the sample size as the survey will only be conducted in the schools, colleges, NGOs, hospitals, etc. which may or may not be working on the Social Entrepreneurship Model. Hence, the sample size could be small due to cost involved in collecting the larger sample size. It may be a limiting factor.

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Appenndices : Questionnaire etc.

ANNEXURE-I

Schedule (Used for Founders of Organisations)

1. Demographic Profile
   a) Name of the Organization
   b) Address
   c) Date of Establishment
   d) Number of years in existence
   e) Name of the Person in charge

2. Purpose for which the organization was started

3. Nature of work

4. Initial investment:

Sl. No	Items	Amount	Present Value of the items
A	Capital		
B	Land		
C	Building		
D	Others		

5. Number of beneficiaries(year wise)

Year									
No.									

6. Initial activity

7. Present activities

8. Number of employees – over the years

Year									
No.									

9. What is your definition of Social Entrepreneurship?

10.What are the challenges that keep potential social entrepreneurs from succeeding in fulfilling their potential?
   a) Lack of Governmental support
   b) Finance
   c) Difficulty in recruiting and retaining highly talented staff
   d) Any Other

11.What could be the role of the government in encouraging more social entrepreneurs?

a) Financial support and subsidies
b) Evaluation and monitoring
c) Awards and certificates
d) Replication
e) Adoption of the organization
f) Curriculum advancement with social entrepreneurship as topic in educational institutions
g) Legal support with regard to laws and policies

12. What do you think is the government doing in reality to enable the social entrepreneurs to achieve their goal?

13.What do you think the role of the civil society is in encouraging the social entrepreneurs in their endeavors?
(Media, Intellectuals, elders, educational institutions, NGOs, Any other segment of the society)

14. What/Who is your role model in embarking on social entrepreneurship?
(Mahatma Gandhi/Muhammad Yunus/Bill Gates, Any others whom you know….)

15. Is the organization for non-profit or for-profit?
For Profit/Non-Profit

16. What proportion of the total expenditure is generated internally?

a) Below 25 percent
b) 26-50 percent
c) 51-75 percent
d) 76-100 percent

17. How does the organization plan to achieve full profitability or sustainability?

a) Income Generation Activities
b) Sponsorships
c) Government grants
d) Fundraising by other means

18. Are its services scalable across a wide spectrum of society?

a) Yes, the activity is universally applicable.
b) The activity may be replicated in places of similar population.
c) This can be replicated with minor changes.
d) The activity is relevant only in the area of its origin.

19. The Knockout Test: A New Idea – This is a new idea, solution, or approach that will change a pattern in the field.

a) Is it a new idea?
b) Has something of this type of your venture existed?

c) Are you aware of any similar ventures?
d) What is the problem you intended to solve?

- Poverty/Unemployment/Women's
- Status/Health conditions/Educational status

20. Creativity – This is a personal quality of the social entrepreneur which has existed since youth: the person is a visionary, a problem solver, and has a history of creating other new visions.

a) How do you react to the problems of poverty and other social evils?
b) Do you think that all the problems can have a solution?
c) Do you get upset with the inactivity of those responsible, like government?

21. Entrepreneurial Quality –The leader is obsessed with the idea, willing to spend the next decade or longer to make a historical development take place.

a) Are you convinced that your organization/activity will effect the necessary change?
b) Are you spending considerable time on its details?
c) Do you think the venture will prove a long term solution to the problems you are addressing?
d) Do you think your idea is being accepted by others?
e) In case of rejection, will you give up on it?

22. Social Impact of the Idea – The idea itself will significantly change the field and trigger broad, systemic change.

a) Employment generation
b) Income generation
c) Economic independence
d) Social recognition
e) Social awareness
f) Any Other

23. Ethical Fibre – The social entrepreneur has to be trusted, and if there is any doubt and the candidate is not trusted absolutely, the the person will not pass the social entrepreneurial test.

a) Have you received the recognition of the government/public authority for your organization?
b) Are you listed among the social entrepreneurs in the state, country, and international community of social entrepreneurs?
c) Have you received any recognition/award so far for your venture? (Give details)
d) Are you able to generate finance from external financiers?
e) Are many people ready to accept the employment?
f) Are there many takers to the products/services?
g) Has someone else imitated your idea?

Questions for Beneficiaries

The following questionnaire is designed to assess the evaluation of the beneficiaries/employees of the organisations under the study, about the different aspects of the organisations and the characteristic features of the founders of the organisations,

The respondents are expected to make a choice along the five point scale, based on their opinion about the statements given below:

Strongly agree	**Agree**	**Neither**	**Disagree**	**Strongly disagree**
1	**2**	**3**	**4**	**5**

Social Entrepreneurial Content and process

1. The idea of the organisation to solve the particular social problem is a unique one.
2. This was the only option available for me and others like me in our region, to have a better life.
3. The founder develops a concrete engineering plan to actualize his/her mission and is working full time in it, adopting it as the mission of his/her life.
4. The founder continues to create new methods and means to solve problems, adding more services to the existing ones.
5. The founder is realistic as well as relentless in the pursuit of his/her mission.
6. Resource limitation is not a factor which curtails the founder, rather, he/she is efficient at creatively combining resources for the maximum benefit.
7. The person/founder shares his ideas with anyone who is interested on the how and what of the entire plan and process of the solution.

Leadership

1. The founder exudes confidence in oneself and in those who work with him/her.
2. The founder has confidence in the organization's potential to achieve success
3. He/she persuades the staff to work towards the vision, instilling in them a sense of urgency to achieve the goals.
4. The founder creates, sells and drives the strategy of the organization and takes charge, pushing for action.
5. He/she develops team work and commitment of the employees by investing in career development and motivation of the team members.
6. He/she develops loyalty of the team members by investing in and involving the members in all the activities and decision making.
7. He/she is willing to share power and is open to the ideas that have a potential to develop solutions to the problem.
8. He/she provides focus, clarity and direction by setting priorities, meeting commitments and correcting deviations.
9. He/she is structured, disciplined and attends to details and provides rigour and control needed to stay on course.

Organisational Capabilities

Strategies

1. The organization has a clearly spelt out social mission.
2. It specifies the goal of the organisation and the change it perceives in the future for the beneficiaries.
3. The organisation has a system for decision making and planning the entire activities in advance.
4. Everyone in the organisation knows about everything that happens.
5. There is a system in place for reporting, monitoring and evaluation of the activities and results.
6. The enterprise has a legal entity.

Personnel:

1. The organization has been effectively meeting the needs of staffing at various levels with persons who possess the required skills, training and qualification.
2. The staff usually stays with the organisation for longer periods (The staff turnover is less).
3. The organisation has strong commitment to staff development with management systems of staff development and performance evaluation.

Finance:

1. The organisation is able to generate a considerable income from its products and services.
2. The donors and funders have continuously supported the organisation and its different ventures with the required finance.
3. The organisation is sustainable with regard to its financial requirements.

Networking

1. The organisation has joined hands with many other organisations in its pursuit of solving social problems.
2. The organisation has been able to get support from government agencies and officials for its cause.

Nature of Innovation

1. The problem addressed by the organisation was:
   a) Illiteracy
   b) Illness
   c) Unemployment
   d) Poverty
   e) Women's low status
   f) Physical Disability

2. The solution brought by the organisation was a real need of the persons and the place.
3. The solution was offered in the form of:
    a) Education and Training for capacity buidling
    b) Income generation
    c) Employment generation
    d) Health care and rehabilitation
    e) Any other (Specify)
4. The solution was offered was something new and attractive.

Social Transformation

1. This organisation builds the capacity of the less privileged persons for a better living.
2. It focuses its attention and directs its resources to the upliftment of the marginalized and handicapped persons of the society.
3. It expands its area of coverage and adds more services to include more beneficiaries and provide better services.
4. Through its activities, the beneficiaries and their concerns have received better visibility and representation in the general public.
5. In the process of its service delivery, it creates employment.
6. The beneficiaries have a better standard of life and enhanced dignity in the society after being part of the organisation.